

ANALYZING THE BRANDING OF KENDAL REGENCY'S BRANDING AS AN INDUSTRIAL CITY AND ITS RELATIONSHIP TO INVESTOR PERCEPTION

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Article History

Received: 21-05-2026

Revision: 20-06-2026

Accepted: 26-06-2026

Published: 30-06-2026

Abstract. This study aims to analyze the branding design of Kendal Regency as an industrial city and its relationship with investor perceptions and the region's investment attractiveness. The approach used is qualitative descriptive-analytical with data collection techniques through in depth interviews, observations, and documentation studies of 15 informants consisting of local government, industrial area managers, and investors. Data analysis was conducted using thematic analysis, involving the stages of data reduction, coding, categorization, theme identification, and drawing conclusions. The results of the study indicate that Kendal's identity as an industrial area has been factually formed through the existence of industrial areas, infrastructure support, and strategic locations, but has not been integrated into a consistent branding narrative. This study produces a regional branding model consisting of three main components, namely (1) industrial area identity as a foundation that reflects the economic potential and character of the region, (2) strategic communication through promotional media, digital platforms, and business networks, and (3) institutional collaboration between local government and industrial area managers. The integration of these three components shapes investor perceptions that influence investment decisions. Theoretically, this study enriches the study of place branding by integrating the perspective of development communication in the context of district-level industrial areas. Practically, the results of the study provide recommendations for local governments to design integrated, consistent, and value-based branding strategies to increase investment attractiveness in a sustainable manner.

Keywords: Regional Branding, Industrial City, Investor Attractiveness, Place Branding, Development Communication

Abstrak. Penelitian ini bertujuan menganalisis perancangan branding Kabupaten Kendal sebagai kota industri serta hubungannya dengan persepsi investor dan daya tarik investasi daerah. Pendekatan yang digunakan adalah kualitatif deskriptif-analitis dengan teknik pengumpulan data melalui wawancara mendalam, observasi, dan studi dokumentasi terhadap 15 informan yang terdiri dari pemerintah daerah, pengelola kawasan industri, dan investor. Analisis data dilakukan menggunakan analisis tematik melalui tahapan reduksi data, pengodean, kategorisasi, identifikasi tema, dan penarikan kesimpulan. Hasil penelitian menunjukkan bahwa identitas Kendal sebagai kawasan industri telah terbentuk secara faktual melalui keberadaan kawasan industri, dukungan infrastruktur, dan lokasi strategis, namun belum terintegrasi dalam narasi branding yang konsisten. Penelitian ini menghasilkan model branding daerah yang terdiri dari tiga komponen utama, yaitu (1) identitas wilayah industri sebagai fondasi yang mencerminkan potensi ekonomi dan karakter daerah, (2) komunikasi strategis melalui media promosi, platform digital, dan jejaring bisnis, serta (3) kolaborasi kelembagaan antara pemerintah daerah dan pengelola kawasan industri. Integrasi ketiga komponen tersebut membentuk persepsi investor yang memengaruhi keputusan investasi. Secara teoritis, penelitian ini memperkaya kajian place branding dengan mengintegrasikan perspektif komunikasi pembangunan dalam konteks wilayah industri tingkat kabupaten. Secara praktis, hasil penelitian memberikan rekomendasi bagi pemerintah daerah untuk merancang strategi branding yang terintegrasi, konsisten, dan berbasis nilai guna meningkatkan daya tarik investasi secara berkelanjutan.

Kata Kunci: Branding Daerah, Kota Industri, Daya Tarik Investor, *Place Branding*, Komunikasi Pembangunan

How to Cite: Aristriana, W., Syaifudin, A. A., & Yuniar, M. D. (2026). Analyzing the Branding of Kendal Regency's Branding as an Industrial City and its Relationship to Investor Perception. *HORIZON: Indonesian Journal of Multidisciplinary*, 4 (3), 2976-2990. <http://doi.org/10.54373/hijm.v4i3.5911>

INTRODUCTION

Global economic developments have intensified inter-regional competition to attract investment, compelling local governments to strengthen not only infrastructure and economic incentives but also their regional image through place branding strategies (Haq & Prameswari, 2023). Kendal Regency has demonstrated significant industrial growth driven by the Kendal Industrial Park (KIK) and its designation as a Special Economic Zone (KEK). Realized investment rose from IDR 14.20 trillion in 2024 to IDR 15.86 trillion in 2025, with cumulative industrial investment reaching IDR 171.89 trillion by mid-2025, involving over 128 business entities from various countries. Kendal also accounts for more than 18% of Central Java's total investment, establishing it as a key industrial growth hub on the island of Java.

Table 1. Kendal investment realization data

Period	Total Investment Realization (Rp)	Notes
2024 (Annual)	14.20 trillion	Highest in Central Java in the reporting year
2025 (Until Mid-Year)	15.86 trillion	Annual investment growth trend
2024–Mid 2025 (Cumulative)	171.89 trillion	Total industrial investment in the Kendal industrial area

Source: DPMPTSP Kendal Regency 2025

Rising investment levels indicate that Kendal Regency has evolved into a regional investment hub, attracting both domestic and foreign investors. However, high investment figures have not automatically established Kendal's image as a robust "industrial city" on the national or global stage. Limitations in integrated branding and communication strategies have prevented Kendal's investment potential from being optimally showcased. Yet, investor perception is shaped not only by economic indicators but also by the clarity of the development vision, policy consistency, bureaucratic ease, and effectively communicated regional prospects.

Place branding theory views a region as an entity possessing an identity, image, and value that must be communicated to the public, including investors. Place branding focuses not merely on regional promotion but also on the strategic communication process of building and reinforcing positive perceptions and regional competitiveness (Ismiati & Rachman, 2023). In the context of industrial development, place branding serves to link a region's objective potential with investor perceptions through narratives, reputation, and communication that are consistent, relevant, and credible (Antika & Prameswari, 2023).



Figure 1. Research framework (Source: 2025 researcher research data)

The urgency of this research lies in the need to develop an integrated communication strategy for Kendal Regency's identity and image as an industrial city that aligns with the perceptions of modern investors. Despite experiencing strong investment growth, Kendal still lacks a standardized and scientifically based branding framework. At the same time, rapid digitalization demands adaptive communication through official websites, investment portals, and social media. Increasing competition with industrial areas in West and East Java further demands a clear and distinct investment image. Furthermore, interdisciplinary studies linking strategic communication and regional economic development at the regional level are still limited, highlighting the relevance of this research (Putri & Hardianti, 2024).

While numerous studies have addressed regional investment and place marketing in Indonesia, they generally focus on economic and structural factors such as infrastructure, economic stability, access to capital, and local government regulations (Setiadi et al., 2023). This approach tends to frame investment purely as an economic phenomenon, often overlooking aspects such as communication, perception, and the construction of a region's image. Yet, recent studies indicate that regional image and strategic communication play a crucial role in building investor confidence and influencing investment decisions (Ismiati & Rachman, 2023). However, research integrating the perspectives of investment, communication, and place branding within the context of district-level industrial areas remains relatively limited. Consequently, there is a lack of optimal understanding regarding how a region's identity as an industrial hub is constructed, communicated, and perceived by investors. Therefore, a study is needed to elucidate the relationships among regional identity, branding communication, and investor perception in enhancing a region's investment appeal.

Research on industrial estates in Indonesia generally focuses on investment, infrastructure, and regional policy aspects (Fernanda et al., 2025), whereas *place branding* literature emphasizes territorial identity and strategic communication in shaping investor perceptions (Blyth et al., 2024). This study integrates these two perspectives through an industrial estate branding model comprising industrial territorial identity, branding communication strategies,

and institutional collaboration, with investor perception as the primary outcome. The model demonstrates that investment attractiveness is influenced not only by economic factors but also by identity construction and communication supported by synergy among institutional actors.

Based on this background, the research questions are formulated as follows: how do investors perceive Kendal Regency's image as an industrial city; how can regional branding strategies strengthen investor attractiveness; and what strategic communication elements play the most important role in building Kendal's investment image. This research question aims to explore the relationship between regional branding and investor perceptions and preferences in the context of regional industrial development. The primary objective of this study is to analyze the branding design of Kendal Regency as an industrial city in terms of shaping investor perceptions and strengthening the region's investment appeal.

METHOD

This study employs a qualitative approach with a descriptive-analytical design to examine the branding of Kendal Regency as an industrial city in attracting investors. The approach enables in-depth exploration of meanings, perceptions, and development communication strategies among key actors, while the design supports both description and contextual analysis of the relationship between branding strategies and investor perceptions (Warren, 2025).

The research population consists of stakeholders involved in regional branding and investment development, including local government officials, industrial estate managers, and investors or business actors. Informants for this study were selected using purposive sampling a method involving the deliberate selection of individuals based on specific criteria relevant to the research objectives (Daud et al., 2024). These criteria included direct involvement in investment planning, management, promotion, or decision-making within Kendal Regency. Based on these criteria, 15 informants were selected, comprising five local government representatives responsible for investment policy and promotion, five industrial estate managers knowledgeable about estate development strategies, and five investors or business operators with investment experience in Kendal Regency. This sample size was determined by considering the principles of data adequacy and data saturation the point at which additional interviews yield no significant new information.

Informants were purposively selected based on their roles in regional planning, investment promotion, industry management, and direct investment experience in Kendal. Identification was conducted through stakeholder mapping and institutional recommendations to ensure relevance and expertise. Data were collected iteratively until saturation was reached, indicated

by repeated responses and the absence of new insights (Suriady et al., 2021). Consistent themes regional image, branding communication, and investment attractiveness confirmed the adequacy, depth, and credibility of the data.

As shown in Table 2, the research informants comprised three main groups: local government officials, industrial estate managers, and investors or business actors. This composition was chosen to represent key actors in the regional branding process and investment development in Kendal Regency. Furthermore, the variety of positions held and their relatively extensive work experience demonstrate that the informants possess sufficient competence and understanding of industrial estate branding and investment attractiveness.

Table 2. Characteristics of research informants

No	Informant Code	Informant Category	Position/Role	Agency/Work Unit	Experience (Years)
1	I-1	Local government	Head of Planning Division	Regional Development Planning Agency (Bappeda) of Kendal Regency	10
2	I-2	Local government	Head of Investment Promotion Section	DPMPTSP Kendal Regency	8
3	I-3	Local government	Policy Analyst	Kendal Regency Communication and Information Service	7
4	I-4	Local government	Development Planner	Regional Development Planning Agency (Bappeda) of Kendal Regency	9
5	I-5	Local government	Investment Technical Staff	DPMPTSP Kendal Regency	6
6	I-6	Industrial Area Manager	Operations Manager	Kendal Industrial Estate (KIK)	12
7	I-7	Industrial Area Manager	Marketing Manager	Kendal Industrial Estate (KIK)	10
8	I-8	Industrial Area Manager	Area Development Supervisor	Kendal Industrial Estate (KIK)	8
9	I-9	Industrial Area Manager	Investor Relations Staff	Kendal Industrial Estate (KIK)	7
10	I-10	Industrial Area Manager	Regional Branding Consultant	KIK Partners	9
11	I-11	Investors/Business Actors	director of Operations	Manufacturing Company	15
12	I-12	Investors/Business Actors	Investment Manager	PMA Company	13
13	I-13	Investors/Business Actors	Business Owner	Medium Scale Industry	11

14	I-14	Investors/Business Actors	Production Manager	Manufacturing Industry	10
15	I-15	Investors/Business Actors	Investment Consultant	Independent Consultant	14

Data were collected through semi-structured interviews, observations, and document analysis. Interviews were conducted with 15 informants lasting approximately 10 minutes each using guided questions and probing techniques to elicit information regarding regional branding and investment appeal. All interviews were recorded, noted, and transcribed verbatim. Observations were used to examine branding communication practices, while documentation involved analyzing policy documents, investment reports, industrial estate profiles, and promotional materials. Data validity was reinforced through methodological triangulation by comparing findings from interviews, observations, and documentation. Data analysis employed a thematic approach involving the stages of data reduction, coding, theme categorization, and conclusion drawing (Gelard, 2024).

RESULTS

Research findings indicate that Kendal Regency's branding has moved toward positioning it as a strategic industrial hub in Central Java, supported by the presence of the Kendal Industrial Park (KIK), national infrastructure, and its proximity to Semarang. While Kendal's identity as an industrial area has been established, it lacks a consistent and integrated branding narrative (Zhang et al., 2025). This situation stems from inter-agency coordination that remains siloed, limited branding communication capacity, a dominant bureaucratic approach, and the absence of a comprehensive regional branding strategy. Observations further reveal that communication focuses primarily on physical development, whereas the region's value proposition and competitive advantages have not been optimally communicated to investors.

Thematic analysis identified four key themes in Kendal Regency's industrial branding: regional identity, communication strategy, institutional roles, and investor perceptions. Findings indicate that Kendal is recognized as an industrial area due to its industrial parks, infrastructure, and strategic location, but this identity stems more from physical development than from a consistently designed branding strategy (Aaker, 2025). To clarify these findings, interview data from 15 informants were quantified by examining the frequency of views on the factors shaping Kendal's industrial identity.

Table 3. Informants' perceptions of Kendal Regency's branding identity as an Industrial City

Aspects of Branding Identity	Number of Informants	Percentage (%)
The existence of industrial areas as the main identity of the region	14	93,3
Infrastructure and transportation access support the image of an industrial city	13	86,7
Strategic location near the industrial center of Central Java	12	80,0
The identity of the industrial city has been clearly communicated	6	40,0
Regional branding has not yet been strategically conceptualized	11	73,3

The data shows that 93.3% of informants consider the presence of industrial areas to be the primary factor shaping Kendal Regency's identity as an industrial city. Furthermore, 86.7% of informants also believe that infrastructure support and transportation access are crucial elements in building the region's image as an industrial area. However, only 40% of informants believe that the industrial city identity has been clearly communicated through a regional branding strategy, while 73.3% believe that regional branding has not yet been strategically designed.

These findings are further supported by several informants' statements that demonstrate how regional identity is understood by stakeholders. Research findings indicate that Kendal Regency's identity as an industrial hub has been firmly established through the development of industrial estates, infrastructure support, and rising investment. A local government official stated, "Kendal is clearly being steered toward becoming an industrial hub; however, regarding regional branding, we are still strengthening the narrative to ensure this industrial image is better recognized by investors." Another informant emphasized that "regional branding communication strategies need further strengthening so that this identity is more widely understood." From the perspective of industrial estate managers, the presence of these estates is viewed as a "major draw for investors" due to their comprehensive facilities. Meanwhile, investors noted that their assessment of Kendal is based more on the "industrial estates, infrastructure, and logistics access" than on explicit regional branding. These findings suggest that Kendal's image as an industrial hub has been shaped more by the reality of economic development than by an integrated branding strategy. Therefore, a more systematic approach to narrative building and branding communication is required to reinforce Kendal's image at both regional and national levels.

The second theme relates to brand communication strategies, highlighting how stakeholders promote Kendal's image through investment promotions, exhibitions, digital media, and business networking. While these channels showcase the industry's potential and location advantages, findings indicate that communication remains fragmented, resulting in a lack of consistent or robust brand messaging for investors (Palo-oja & Nieminen, 2022). To strengthen these findings, informants' perceptions regarding the effectiveness of media and branding communication channels used by the local government and relevant stakeholders were quantified.

Table 4. Effectiveness of media and branding communication channels in Kendal Regency

Branding Communication Media/Channels	Number of Informants	Percentage (%)
Investment promotion through business forums and exhibitions	10	66,7
Investment promotion website and digital publication	9	60,0
Business networking and personal relationships	13	86,7
Local government social media	6	40,0
Branding communication strategy is integrated	5	33,3
Branding communication strategy is still not integrated	11	73,3

The data shows that 86.7% of informants believe that business networks and personal relationships remain the most effective communication channels for conveying investment information to potential investors. Furthermore, 66.7% of informants stated that investment promotion activities such as business exhibitions and investment forums also play a crucial role in promoting Kendal Regency's potential as an industrial area. However, only 33.3% of informants believe that the regional branding communication strategy has been systematically integrated, while 73.3% of informants believe that branding communication is still being carried out partially through various promotional activities that have not yet fully formed a consistent branding narrative. These findings are also supported by several interview excerpts from research informants. One informant from the local government stated that investment promotion has been carried out through various communication activities, but still requires strengthening with a more structured branding strategy.

Research findings indicate that Kendal Regency's branding communication strategy has been implemented through investment promotion, the use of digital media, and business networks. Local government informants stated that "various investment promotion activities, such as investment forums and business exhibitions," have been conducted; however, branding communication still needs to be better directed to ensure that Kendal's image as an industrial hub is more effectively conveyed to investors. Other informants added that the government has

begun utilizing "official websites and various digital media" for investment promotion, although communication integration and consistency still require improvement. From the perspective of industrial estate managers, personal communication is considered effective because "most investors learn of Kendal's potential through business networks or recommendations from other companies." This is corroborated by investors, who noted that their initial information regarding Kendal came from "business contacts already operating there." These findings highlight the need for a more integrated, consistent, and systematic branding communication strategy to strengthen Kendal's image as an industrial hub.

The third theme highlights the role of institutions in regional branding and investment promotion. The local government takes the lead in shaping branding narratives and policies, while industrial estate managers support facilities and investor relations (Warren, 2025). However, limited interagency coordination undermines the consistency and comprehensiveness of Kendal's branding messages to investors. To clarify these findings, informants' perceptions regarding the role of institutions in developing regional branding and investment promotion were quantified.

Table 5. Informants' perceptions of the role of institutions in branding and investment promotion in Kendal Regency

Institutional Role Aspects	Number of Informants	Percentage (%)
Local governments play a major role in investment promotion	13	86,7
Industrial area managers play a role in attracting investors	12	80,0
Collaboration between the government and area managers the industry is already running	9	60,0
Coordination between institutions still needs to be strengthened	11	73,3
Regional branding strategies have been carried out in an integrated manner	5	33,3

The data shows that 86.7% of informants believe the local government plays a major role in promoting investment and building the region's image as an industrial area. Furthermore, 80% of informants believe that industrial area managers also play a significant role in attracting investors through the provision of industrial facilities and business networks. However, 73.3% of informants stated that coordination between institutions in developing regional branding strategies still needs to be strengthened to ensure more integrated branding communications. These findings are further supported by statements from several informants involved in the research. One informant from the local government explained that the government plays a

strategic role in building the region's image and creating policies that support investment (Miño & Austin, 2022).

Research findings indicate that the development of regional branding and investment promotion in Kendal Regency relies significantly on the roles of the local government and industrial estate operators. Local government informants stated that while the local government bears the primary responsibility for promoting investment potential and establishing Kendal's image as an industrial hub, synergy with industrial estate operators is essential for effective promotion (Henrickson et al., 2022). For their part, industrial estate operators noted that they provide "industrial facilities ready for immediate use by investors including estate infrastructure and other support services" and engage directly with prospective investors. Investors also emphasized the importance of inter-institutional collaboration, noting that "clear coordination between the local government and industrial estate operators" enhances information clarity and boosts confidence in investment decision-making. These findings demonstrate that the effectiveness of branding Kendal Regency as an industrial hub hinges on institutional coordination and synergy capable of conveying a unified, consistent, and compelling brand message to investors.

The fourth theme relates to investor perceptions of Kendal's image as an industrial area. Informants viewed Kendal as having strong investment potential due to its industrial expansion, good accessibility, and strategic location in Central Java. However, this perception is shaped not only by its physical advantages but also by the clarity and consistency of regional branding communications regarding investment potential and development direction. To clarify these findings, informants' perceptions of the factors influencing Kendal Regency's image as an industrial area were quantified.

Table 6. Informant perceptions of Kendal Regency's image as an industrial area

Aspects of Investor Perception	Number of Informants	Percentage (%)
Kendal Regency has strong potential as an industrial city	13	86,7
The availability of industrial areas is the main attraction	15	100
Infrastructure and transportation access support investment	14	93,3
Proximity to regional economic centers increases investment attractiveness	11	73,3
Regional branding communication is still inconsistent	10	66,7

The data shows that 100% of informants considered the availability of industrial areas to be the primary factor shaping Kendal Regency's image as an industrial region. Furthermore, 93.3% of informants stated that adequate infrastructure and transportation access are also important factors in attracting investors. Meanwhile, 86.7% of informants viewed Kendal

Regency as having strong potential to develop as an industrial city in Central Java. However, 66.7% of informants assessed that regional branding communication was still not fully consistent, resulting in the region's image as an industrial region not being optimally conveyed to investors. These findings were further supported by several interview excerpts from research informants. One informant from the local government explained that the development of industrial areas and infrastructure is a crucial part of building Kendal Regency's image as an investment destination.

Research findings indicate that investor perception of Kendal Regency's image as an industrial area tends to be positive, supported by the presence of industrial estates, infrastructure, and a strategic location. Local government informants stated that "the existence of industrial estates and infrastructure development are crucial factors in building Kendal's image as an industrial area." Industrial estate managers added that "most investors view Kendal as a strategic location for industrial development because industrial estates are already available and continuing to expand," thereby providing certainty for investors. Other informants emphasized Kendal's locational advantage, noting its "proximity to the seaport, airport, and regional economic hubs," which facilitates logistics distribution. From the investors' perspective, Kendal holds significant potential due to its supportive industrial estates and infrastructure; however, "information regarding the region's development direction and branding still needs to be communicated more clearly." These findings suggest that strengthening branding communication is essential to reinforce Kendal's image as an industrial hub. To enhance the clarity of the thematic analysis findings, a summary of the main research themes is presented in the following table.

Table 7. Summary of thematic analysis results

Main Theme	Theme Description	Indication of Findings
Regional Branding Identity	Understanding the position of Kendal Regency as an industrial city supported by industrial areas, infrastructure and strategic locations	Regional identity is more understood as a physical development reality than as a structured branding concept.
Branding Communication Strategy	How local governments and stakeholders communicate regional image through investment promotion, digital media, and business forums	Branding communication has been carried out through various media, but has not been systematically integrated.
Institutional Role	Involvement of local government and industrial area managers in developing branding and investment promotion	The role of institutions is already visible, but coordination between institutions still needs to be strengthened.

Investor Perception	Investors' views on the potential and image of Kendal Regency as an industrial city	Investors assess the industry's potential as strong, but the region's image still needs to be strengthened through consistent branding communications.
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The tabular presentation helps clarify the structure of the research findings and demonstrates the relationships between the main themes emerging from the interview data analysis. Thus, the thematic analysis results not only illustrate the patterns of meaning emerging from the research data but also provide a more systematic understanding of the factors influencing the branding of Kendal Regency as an industrial city to support investor attraction (Barton, 2022). Overall, the quantitative data reinforces the qualitative finding that Kendal's image as an industrial city has not been fully institutionalized in development communications. Despite strong infrastructure support, inconsistent image narratives limit the role of regional imagery in investment decisions. This integration of qualitative and quantitative insights strengthens the validity of the findings (Coetzee et al., 2024).

DISCUSSION

The analysis reveals that the branding of Kendal Regency as an industrial hub is built upon four key themes. First, the region's identity is shaped by the presence of industrial estates, supporting infrastructure, and a strategic location, all of which reinforce Kendal's image as an industrial area (Rennstam et al., 2024). Second, branding communication strategies encompassing investment promotion, digital publications, exhibitions, and business networking are implemented but lack consistent integration. Third, institutional aspects highlight the pivotal roles played by the local government and industrial estate operators in cultivating an investment-friendly image, although coordination among stakeholders requires strengthening. Fourth, investors perceive Kendal as highly attractive due to its accessibility, infrastructure, and industrial potential. These findings align with place branding theory, which emphasizes the importance of integrating regional identity, strategic communication, and stakeholder collaboration to foster positive perceptions (Asdourian et al., 2024). Thus, regional branding serves as a crucial instrument for enhancing investment appeal and regional competitiveness.

Practically, the research findings indicate that Kendal Regency's branding needs to be designed as a holistic, consistent, and values-based narrative, not only through promotions but also reflected in policies, public services, and interactions with investors to increase credibility and trust (Grodach & Guerra-Tão, 2025). Overall, Kendal's branding as an industrial city has significant potential to increase investment attractiveness, but still requires a more integrated strategy. Consistent application of place branding principles and development communication can strengthen the region's image, competitiveness, and encourage sustainable economic development, while also contributing to the development of academic studies on regional branding.

CONCLUSION

The conclusion of this study confirms that designing the branding of Kendal Regency as an industrial city is a crucial development communication strategy for increasing investor attractiveness and regional competitiveness. Branding is not merely promotional, but rather an identity construction process integrated with policies, governance, and stakeholder experience. Although Kendal has a strong foundation as an industrial area, this identity has not been consistently articulated in the branding narrative.

Theoretically, these findings emphasize the importance of alignment between internal identity and external image. This asymmetry weakens regional differentiation, while investor decisions are still dominated by structural factors, indicating that branding's role is not yet optimal. This study recommends formulating an integrated branding grand design, strengthening inter-agency coordination, developing integrated digital communications, and aligning narratives with policy implementation. Future research is recommended to quantitatively test the model and conduct comparative studies across regions. Overall, Kendal's branding has strategic potential if managed systematically, integratedly, and collaboratively.

RECOMMENDATIONS

The Kendal Regency Government is advised to develop an integrated and sustainable regional branding strategy through strengthening inter-agency coordination, optimizing digital media, and increasing human resource capacity in strategic communication so that Kendal's identity as an industrial city can be communicated consistently, credibly, and competitively to investors, while further research is expected to develop a digital communication-based industrial area branding model with a quantitative approach and comparative studies between industrial areas in Indonesia.

ACKNOWLEDGMENTS

The author expresses his gratitude to Allah SWT for the opportunity and health given to complete this research. He also thanks the Rector of Selamat Sri University, Kendal, Central Java, Vice Rectors 1, 2, and 3 of Selamat Sri University, Kendal, Central Java, Dean of the Faculty of Social and Political Sciences of Selamat Sri University, Kendal, Central Java, and fellow lecturers at Selamat Sri University, Kendal, Central Java for their moral and ethical support. He also thanks HORIZON: Indonesian Journal of Multidisciplinary for providing a platform for the publication of this research journal.

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